

DRAFT

KING COUNTY
EQUITY AND
SOCIAL JUSTICE
STRATEGIC PLAN
2016 - 2022



King County

ACKNOWLEDGEMENTS

We are grateful to the following organizations and coalitions for their time and insights. Without their contributions, neither this plan nor equity in our region is possible.

350 Seattle	ECO Net	Leif Erikson Lodge	Snoqualmie Tribe
African American Advisory Council to the City of Seattle Police Department	Equal Start Community Coalition	Multi-Service Center	Snoqualmie Healthy Community Coalition
All Girl Everything Ultimate Program	Equal Justice Coalition	National Association for Black Veterans-Seattle	Somali Health Board
American Friends Service Committee-Seattle	El Centro de la Raza	National Association of Asian American Professionals	Somali Youth and Family Club
Asian Pacific American Advocates	Ending the Prison Industrial Complex-Seattle	Native American Women's Dialogue on Infant Mortality	South King Council of Human Services
Asian Pacific Directors Coalition	ENSO	Neighborhood House	South King County Human Service Planners Group
Assistance League of Seattle	EnviroIssues	Nordic Heritage Museum	South Park Information and Resource Center
AtWork	Environmental Professionals of Color	Northwest Folklife	South Park Neighborhood Association
Big Brothers Big Sisters of Puget Sound	Ethnic Heritage Council	OneAmerica	South Park Senior Center
Black Emerald City	Faith Action Network	Open Doors for Multicultural Families	Southwest Youth and Family Services
Black Prisoners' Caucus	Federal Way Public Schools – Native American Education Program	Pacific American Advocates	Soy Source
Blue Pony Youth Program	Feet First	Para Los Niños	St. Sava Serbian Orthodox Church
Bulgarian Cultural & Heritage Center of Seattle	Fellowship of Reconciliation Youth	Park Directors Network of King County	State of Washington Commission on Asian Pacific American Affairs
Capitol Hill Housing	Filipino Community Center	Polish Home Association	Sustainability Ambassadors
Catholic Community Housing Services of Western Washington	Forterra	Pride Foundation	Swedish Club
Center for MultiCultural Health	Friends of Youth	Project Feast	Teamsters Local 117
Centerstone	Gay City	Puget Sound Clean Air Agency	Technology Access Foundation
Child Care Resources	Gender Justice League	Puget Sound Educational Service District	The Arc of King County
CHI Franciscan Health	Germans from Russia Heritage Society	Puget Sound Educational Services	The Nature Conservancy
Chinese American Citizens Alliance-Seattle	Global Health Alliance	Puget Sound Sage	The North American Post
Church Council of Greater Seattle	Got Green	Race and Climate Justice	Transportation Choices Coalition
City of Kent	Governing for Racial Equity Network	Ravensdale Park Foundation	Tri-County Refugee Planning Committee
City of Seattle Community Technology Program	Green Lake Association for Chinese Poetry, Calligraphy and Painting	Red Eagle Soaring Native Youth Theatre	Turkish American Cultural Association of Washington
City of Seattle Mayor's Council on African American Elders	Green River Coalition	Rising Tide Seattle	United Indians of all Tribes
City of Seattle Office of Arts & Culture	Green River College	Russian Community Center of Seattle	United Way of King County
City of Seattle Office of Immigrant and Refugee Affairs	Healthy Auburn Task Force	SeaTac-Tukwila Food Innovation Network	University of Washington School of Nursing and Health Studies
City Vision	Highline Community College	Seattle Children's Hospital	Vashon Social Services Network
Coalition of Immigrants, Refugees and Communities of Color	Hopelink	Seattle CityClub	Washington Defender Association
Community Café Collaborative of Washington	Housing Development Consortium Resident Services Affinity Group of Seattle/King County	Seattle Colleges	Washington Global Health Alliance
Community for Youth	India Association of Western Washington	Seattle Commission for People with Disabilities	Washington State Department of Early Learning
Compassionate Seattle	Interfaith Task Force on Homelessness	Seattle Design Festival: Design for Equity	West Hill Community Association
Connecting Communities Consortium	Iranian American Community Alliance	Seattle Foundation	White Center Community Development Association
Consulate of the Republic of Poland in Seattle	Irish Heritage Club	Seattle Goodwill Industries	Wing Luke Museum
Council on American-Islamic Relations Washington	Kent Cultural Diversity Initiative Group	Seattle Indian Health Board	Workforce Development Council of Seattle-King County
Croatian Fraternal Union-Seattle	Kent School District	Seattle People of Color and Indigenous Peoples Group	YMCA of Greater Seattle
Delta Dental of Washington	King County Children and Youth Advisory Board	Seattle Public Utilities	YouthCare
DESC	King County Promotores Network	Seattle Sister Cities Association	
Digital Equity Action Committee	King County Refugee Forum	Seattle Youth Violence Prevention Initiative	
Duwamish River Cleanup Coalition/Technical Advisory Group	King County Youth Advisory Council	SEIU 1199NW	
EarthCorps	Latino Northwest Communications	Senior Services	
Earth Ministry	Leadership Eastside	Shoreline Community College	
	LeadersUp	Sierra Club	
	LGBTQ Allyship	Skyway Youth Network	
		Skyway Solutions	

ACKNOWLEDGEMENTS

We are grateful to the King County employees within departments, agencies and offices, and at all levels of our organization, who contributed their ideas and energy to this plan and are committed to realizing the social justice dream of our County's namesake, Dr. Martin Luther King, Jr.

Department Adult & Juvenile Detention

Assessor's Office

Department of Community & Human Services

King County Council

District Court

Department of Elections

Office of Equity & Social Justice

Executive's Office

Department of Executive Services

Department of Information Technology

Department of Judicial Administration

Department of Natural Resources & Parks

Office Performance, Strategy & Budget

Department of Permitting & Environmental Review

Prosecuting Attorney's Office

Department of Public Defense

Public Health - Seattle & King County

Sheriff's Office

Superior Court

Department of Transportation

EXECUTIVE SUMMARY

KING COUNTY EQUITY AND SOCIAL JUSTICE STRATEGIC PLAN 2016-2022

For many in our region, King County is a great place to live, learn, work and play. Yet we have deep and persistent inequities – especially by race and place – that in many cases are getting worse and threaten our collective prosperity. Launched by Executive Ron Sims in 2008 and formalized by Executive Dow Constantine and the County Council via ordinance in 2010, Equity and Social Justice (ESJ) is an integrated part of the County's work, supported by the ESJ Office since it was established in early 2015.

The Equity and Social Justice Strategic Plan is a blueprint for change, mutually created by King County employees and community partners. From the outset, the planning process was designed to hear from people across sectors, geography and populations *before* developing a draft. More than 600 County employees and 100 local organizations, including community organizations, philanthropy, labor, business and local governments, shared their insight and expertise on where we have made progress, persistent challenges, and solutions toward achieving equity.

OUR EQUITY VISION & STRATEGIES

The shared vision we developed out of this process is consistent with the overall vision of King County's Strategic Plan: **A King County where all people have equitable opportunities to thrive.** Our four strategies as One King County to advance Equity and Social Justice are **to invest:**

- **Upstream and where needs are greatest**
- **In community partnerships**
- **In employees**

And we do this with **accountable and transparent leadership.**

Our Equity and Social Justice shared values will guide and shape our work. We are:

- **Inclusive and collaborative**
- **Diverse and people-focused**
- **Responsive and adaptive**
- **Transparent and accountable**
- **Racially just**
- **Focused upstream and where needs are greatest**

Equity is fundamental to the society we seek to build. It is an ardent journey toward well-being as defined by those most negatively affected. Our end goal is for full and equal access to opportunities, power and resources so all people may achieve their full potential. The process of advancing toward equity will be disruptive and demands vigilance.

Being 'pro-equity' requires us to dismantle deeply entrenched systems of privilege and oppression that have led to inequitable decision-making processes and the uneven distribution of benefits and burdens in our communities. Similarly, we must focus on those people and places where needs are greatest ensures that our decisions, policies and practices produce gains for all.

OUR PRO-EQUITY POLICY AGENDA & REGIONAL COLLABORATIVE

Long-term, sustainable changes within our organization and the community require a comprehensive 'pro-equity' approach for all of King County government. This plan defines a Pro-

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Equity Policy Agenda aimed at expanding access to the County's Determinants of Equity: **digital equity, economic development and jobs, education and early childhood development, environment and climate, health and human services, housing, justice system and transportation.**

We learned through our engagement for the strategic planning process that there is a broad range of equity-focused activities in our region, but at the same time there is a need for increased coordination and cross-sector solutions that match the scale of inequities we face. Together we are stronger. As a result, King County government is committed to advancing a Regional Equity Collaborative with partners from community organizations, philanthropy, business, labor, local governments and education in the coming months and years.

BECOMING 'PRO-EQUITY'

We understand that *how* we approach our work is just as important as *what* we seek to accomplish. Pro-equity means being racially just and inclusive, consistently taking action to eliminate the root causes of inequities. We adopt systems and standards that allow us to consistently build the capacity of and engage our residents, partners and employees.

To achieve better outcomes in the community, we will integrate and implement pro-equity practices in our major functions of government where we can effect change, including:

- Leadership, Operations & Services
- Policies, plans and budgets
- Workplace & Workforce
- Community partnerships
- Communications and education
- Facility and system improvements

HOW TO READ THIS PLAN

King County's Equity and Social Justice (ESJ) Strategic Plan 2016-2022 provides a framework and direction for how the County will use the four strategies of the Plan within and across the Pro-Equity Policy Areas, the Regional Equity Collaborative and the Goal Areas. Each Policy and Goal Area has an analysis of our current situation, plus how we will make a difference, including specific actions or goals.

PLAN IMPLEMENTATION

The Policy Areas are in three-year cycles, and the Goal Areas are in two-year cycles. The two-year cycle for the Goal Areas is aligned with the County's biennial budget process, and builds our organization's capacity in ESJ 'adaptive management.' We incorporate design, management and monitoring to advance our strategies in the various functions of government, and then we continuously and systematically adapt and learn. As a government, we have to practice adaptive management to be coordinated and responsive to our communities and employees. This means:

We listen deeply to know how and why assets, priorities, expectations and concerns of our communities and employees –especially those most in need–change with time. We use this knowledge to coordinate and try different approaches toward achieving better outcomes and monitor the results.

We look at root causes and adapt by understanding what and why efforts are working or not working.

We respond by making appropriate and timely changes.

We learn and share regularly about what is happening around us so that we can engage responsibly. We learn and stay current with what and how our residents and partners are doing so we can co-create effectively and with transparency.

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Summary of Goals, Objectives and Strategies by Goal Area

LEADERSHIP, OPERATIONS & SERVICES

Goals	Invest upstream and where needs are greatest	Invest in employees	Invest in community partnerships	With accountable and transparent leadership
<ol style="list-style-type: none"> 1. Develop effective and accountable leadership for advancing ESJ 2. Develop an organization where all employees are change agents 3. Visibly and public display progress on ESJ 4. County operations, programs and services are pro-equity and reflect ESJ values 	<ul style="list-style-type: none"> • ESJ values guide department and agency operations, programs and service delivery • Operations and services – including allocation of resources – reflect our ESJ values of investing upstream and where needs are greatest 	<ul style="list-style-type: none"> • Increase employee sense of responsibility to advance ESJ • Improve staff and leadership proficiencies in delivering services that respond to changing demographics 	<ul style="list-style-type: none"> • In County operations, programs and services, collaborate with other King County and external service providers • Technical assistance resources deployed to CBOs to help connect in marginal communities 	<ul style="list-style-type: none"> • Elected leaders and directors are ultimately responsible for ESJ • Visibly display progress on plan • Bi-annual "Plan – Do – Check – Adjust" of ESJ Strategic Plan with implementation plans

EQUITABLE BUDGETING, PLANNING & POLICYMAKING

Goals	Invest upstream and where needs are greatest	Invest in employees	Invest in community partnerships	With accountable and transparent leadership
<ol style="list-style-type: none"> 1. Clear and explicit ESJ goals and objectives that equitably address the needs of King County communities will be embedded in all King County plans, policies, rates, and budgets 2. Include analyses of equity impacts in operational, program, and service delivery plans 3. Policy guidance incorporates ESJ values and analysis 4. Budget decisions, rates, and allocations reflect the values and strategies of the ESJ strategic plan 	<ul style="list-style-type: none"> • Provide new resources on demographic conditions for planners, analysts and project managers • Develop improved equity analysis tools for plans, policies, and budgets • Ensure budget instructions and decisions support upstream investments • Assess all fees and rates to identify opportunities to create a more equitable structure 	<ul style="list-style-type: none"> • Train leaders, planners, analysts, and project managers on the use of demographic data and equity impact tools • Ensure budget allocation leads to a more equitable workplace 	<ul style="list-style-type: none"> • Increase use of community engagement guide in planning and policy processes • Explore and pilot a participatory budgeting process 	<ul style="list-style-type: none"> • Provide coaching and tools for agency leadership to develop explicit policy guidance • Develop measurement tools and a public reporting framework to for ESJ Strategic Plan implementation

WORKPLACE & WORKFORCE EQUITY

Goals	Invest upstream and where needs are greatest	Invest in employees	Invest in community partnerships	With accountable and transparent leadership
<ol style="list-style-type: none"> 1. Require an equitable and racially just workplace culture 2. Do systematic and equitable workforce development at all levels 3. Have and resource equitable employee development and access to opportunities 4. Build an organization of equitable access to and shared decision making 	<ul style="list-style-type: none"> • Develop 'people managers' to lead a racially just and inclusive culture • Eliminate barriers to high salaried employment opportunities for People of Color, Native Peoples and immigrant and refugee populations • Invest in restorative conflict resolution strategies 	<ul style="list-style-type: none"> • Invest in lower salaried employees thru active employee development plans and ongoing support • Expand equitable access to resources and decision-making for all employees • Develop career paths toward a racially equitable workforce 	<ul style="list-style-type: none"> • Invest in partnerships with historically disadvantaged communities and expand hiring pipelines • Invest in school-to-work pipelines for youth with greatest barriers to meaningful employment 	<ul style="list-style-type: none"> • Mature as a racially just organization using equity to assess progress • 360-type assessment tool to measure inclusive, equitable and racially just leadership competencies for managers at all levels • Ensure all disciplinary policies and practices are equitable and racially just

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Summary of Goals, Objectives and Strategies by Goal Area (continued)

COMMUNITY PARTNERSHIPS

Goals	Invest upstream and where needs are greatest	Invest in employees	Invest in community partnerships	With accountable and transparent leadership
<ol style="list-style-type: none"> 1. Systematically provide resource support to community-based organizations to leverage their expertise toward advancing ESJ outcomes 2. Create pro-equity contracting processes that are visible and accessible to contractors of varied size and capacity 3. Provide non-monetary support to community-based partners that build their internal capacities 	<ul style="list-style-type: none"> • Invest in partnerships that allow the County to apply early, upstream and preventative solutions • Adopt contracting practices that stimulate economic development in underserved communities • Build community capacity as a strategy to foster full and equitable civic participation 	<ul style="list-style-type: none"> • Create hiring and advancement opportunities via Community Liaison network • Eliminate barriers for staff seeking to promote equitable contracting • Situate community capacity building as professional development opportunities 	<ul style="list-style-type: none"> • Invest in partnerships to steadily inform decision-making • Expand and diversify the County's vendor pool • Connect County resources and expertise to capacity development of community partners 	<ul style="list-style-type: none"> • Demonstrate inclusion of historically underrepresented communities in program and budget planning • Report an increase in the number of historically underrepresented businesses servicing external contracts • Report technical assistance provided to community-based partners

COMMUNICATION AND EDUCATION

Goals	Invest upstream and where needs are greatest	Invest in employees	Invest in community partnerships	With accountable and transparent leadership
<ol style="list-style-type: none"> 1. Increase language access 2. Develop tools for better engagement and access and increase capacity in community 3. Increase access to County via internet, social media and mobile devices 4. Better connect with and to limited-English speaking communities 	<ul style="list-style-type: none"> • Update tools to better connect with today's community demographics • Move from iterative, project-based outreach to ongoing engagement • Resources for staff to improve communication and collaboration with LES communities • Invest in translation and/or interpretation as needed for public hearings and other engagement opportunities 	<ul style="list-style-type: none"> • Training and resources for staff, esp. for improved internal collaboration on engagement issues, and language-related tools and resources • Supervisory staff have additional ESJ training • Prioritize and reward language skills 	<ul style="list-style-type: none"> • Partner with community-based organizations (CBOs) to guide improvements and facilitate consistent engagement with communities • Publicize civic engagement opportunities via community media outlets and organizations • Provide information in multiple languages 	<ul style="list-style-type: none"> • Agencies demonstrate more inclusive communications, outreach and education • Expand the inclusivity of technology investments

FACILITY AND SYSTEMS IMPROVEMENTS (CIP)

Goals	Invest upstream and where needs are greatest	Invest in employees	Invest in community partnerships	With accountable and transparent leadership
<ol style="list-style-type: none"> 1. Master and LoB plans include clear objectives to advance ESJ 2. Capital development policy, budget portfolios and programs describe contributions to ESJ in community conditions 3. Capital projects have objectives for community engagement and ESJ in benefits/burden distribution – which are documenting via the King County sustainable infrastructure scorecard 	<ul style="list-style-type: none"> • Embed 'pro-equity system build-out vision' into long-term, master, and LoB plans precedes, informs and enables capital programs and projects to be pro-equity by defining intended system-scale outcomes 	<ul style="list-style-type: none"> • Train and provide ESJ information resources to master planners, capital portfolio managers, and project managers so facility and system development components work is integrated 	<ul style="list-style-type: none"> • Build partnerships and partnering abilities -- via support to the LEP community liaison network -- so facility and system improvements best connect with emerging efforts in the public, civic, and private sectors 	<ul style="list-style-type: none"> • Activities and responsibilities for pro-equity progress are clear and defined at the Dept., Division, and Section levels • Project scopes have explicit ESJ objectives that align to system goals as described in master /LoB plans • Guide, recognize, and account for progress via King County Sustainable Infrastructure scorecard and CPMWG